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# **T A M TRAINING IN ADMINISTRATIVE MANAGEMENT**

RESERVE  
A249.29  
T6829

## **WORKSHOP**



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**LITTLE ROCK, ARKANSAS**

**AUGUST 8-12, 1960**

UNITED STATES  
DEPARTMENT OF AGRICULTURE  
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The training  
Rock, Arkansas  
held at Okla  
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Agriculture

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The workshop  
of the U.S.D  
Department.  
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into the nature of management and administration, and to consider  
basic and fundamental principles of administration and manage-  
ment in relation to their everyday problems as supervisors.

In conducting the workshop a variation of instructional methods  
were employed, including (1) lecture, (2) discussion, (3) case  
problems, (4) role playing, and (5) problem solving.

The program was arranged to give broad coverage to the subject  
of Administrative Management and organized under a schedule  
which included (1) Communications within the Organization, (2)  
Self-Development, (3) Broader Understanding of the U.S.D.A.,  
(4) Fundamentals in Management, (5) Concepts of Management,  
(6) Innovations and creativity in Management, (7) Human Rela-  
tions, (8) Principals of Supervision, (9) Decision Making in  
Management, and (10) Motivation in Management.

The participants considered themselves fortunate to have had  
the opportunity to attend. It was generally felt the work-  
shop was well planned and organized. The leaders were well  
qualified to lead the discussions.

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#### PARTICIPANTS IN LITTLE ROCK TAM WORKSHOP

Back Row (L-R) - Harris - Hay - Neal - Futrell - McPeck - Brodie - Brandt  
 3rd Row (L-R) - Hall - Wayman - Ingram - Johnston - Fuller - Tucker - Bryan -  
 Rosier  
 2nd Row (L-R) - Mason - Thompson - Ridgell - Kenyon - Hambrick - Lowder -  
 McInnes  
 Front Row(L-R) - Brooks - White - Kyle - Chisholm - Reagan - Harris - Tobin -  
 Brownlee





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## ACKNOWLEDGEMENTS

The success of the Training in Administrative Management (TAM) Workshop is largely due to the careful planning and leadership of the Planning Committee: Dr. Paul Becton, Agricultural Research Service, Chairman; Clyde P. Lieblong, Agricultural Stabilization & Conservation, Secretary; John Hills, Forest Service; Hampton Burns, Soil Conservation Service; M. J. Mills, Farmers Home Administration; L. D. Thompson, Agricultural Marketing Service; Bobby S. Hall, Agricultural Marketing Service, and William B. Davey, Soil Conservation Service.

Four members of the Planning Committee: Dr. Becton, Mr. Lieblong, Mr. Hills and Mr. Burns attended the TAM Institute held at Oklahoma State University, Stillwater, Oklahoma in the fall of 1959. Mr. Davey attended the TAM Institute held in Kansas City, Missouri in the fall of 1957. This workshop is a product of the training these men received.

The meeting place, the speakers, and the smoothness with which the workshop operated presented ample evidence of the thought, time and effort expended by the Planning Committee on behalf of the workshop. The leadership and efforts of the committee are gratefully acknowledged.

The ten speakers deserve much credit for the excellent presentation of most appropriate subject matter. They were: Frank Harlan, Personnel Development Supervisor, Southwestern Bell Telephone Co., Little Rock, Arkansas; Storm Whaley, Vice-President, University of Arkansas Medical Center, Little Rock, Arkansas; Ernest C. Betts, Director of Personnel, U.S.D.A., Washington, D. C.; Earl D. Sharar, Business Manager, Southern Regional Business Office, Agricultural Research Service, U.S.D.A., New Orleans, La.; Dr. Robert B. Hay, Professor and Chairman, Management Department, College of Business Administration, University of Arkansas, Fayetteville, Ark.; Hugh Dennett, Department of Industrial Engineering, University of Arkansas, Fayetteville, Arkansas; Al Pollard, Brooks-Pollard Advertising Agency, Little Rock, Ark.; Ogden Greene, Chief, Employee Relations Branch, Soil Conservation Service, U.S.D.A., Washington, D. C.; Malcolm H. Holliday, Jr., Assistant Administrator (Operations), Farmers Home Administration, U.S.D.A., Washington, D. C.; N. J. Brickell, President, Brickell Institute of Leadership Training, Memphis, Tennessee. The participants in the workshop are indebted to these men for stimulating much thought and discussion on many principles and problems in administrative management.

Many others contributed to the success of the workshop and all assistance is sincerely appreciated. All participants especially thank Mr. Clyde P. Lieblong and the ASC State office staff for the typing done for the workshop, and Mr. P. W. Mason and the Agricultural Extension Service for printing and assembling the report.



PROGRAM FOR LITTLE ROCK TAM WORKSHOP

AUGUST 8 - 12, 1960

Monday, August 8, 1960

Morning Session

8:30 - 12:30

Subject

Discussion Leaders

Introductory Statements and Purpose and  
Objectives of the Workshop

Dr. Paul Becton  
Agricultural Research Service

Review of Workshop Plans

John T. Hills  
Forest Service

Introduction of Participants

All Participants

Local Arrangements

Hampton Burns  
Soil Conservation Service

Committee Assignments, Responsibilities and  
Organization

Clyde Lieblong  
Agricultural Stabilization &  
Conservation

Afternoon Session

1:30 - 4:30

Communications within the Organization

Frank Harlan  
Personnel Development  
Supervisor  
Southwestern Bell Telephone  
Company  
Little Rock, Arkansas

Tuesday, August 9, 1960

Breakfast Session

7:30 - 9:00

"Self-Development"

Storm Whaley, Vice-President  
University of Arkansas  
Arkansas Medical Center  
Little Rock, Arkansas

Morning Session

9:00 - 12:30

Broader Understanding of USDA

Ernest C. Betts, Jr.  
Director of Personnel, USDA  
Washington, D. C.

Afternoon Session

1:30 - 4:30

Fundamentals in Management

Earl D. Sharar  
Business Manager  
Southern Regional Business  
Office  
Agricultural Research Service,  
USDA  
New Orleans, Louisiana

Wednesday, August 10, 1960

Morning Session

8:30 - 12:30

Concepts of Management

Dr. Robert B. Hay, Professor  
and Chairman  
Management Department  
College of Business Adminis-  
tration  
University of Arkansas  
Fayetteville, Arkansas

Afternoon Session

1:30 - 4:30

Innovation and Creativity in Management

Hugh Dennett  
Department of Industrial  
Engineering  
University of Arkansas  
Fayetteville, Arkansas



Thursday, August 11, 1960

Morning Session

8:30 - 12:30

Human Relations in Accomplishing  
an Objective

Al Pollard  
Brooks-Pollard Advertising  
Agency  
Little Rock, Arkansas

Afternoon Session

1:30 - 4:30

Principles of Supervision

Ogden Greene, Chief  
Employee Relations Branch  
Soil Conservation Service,  
USDA  
Washington, D. C.

Friday, August 12, 1960

Morning Session

8:30 - 12:30

Decision Making in Management

Malcolm H. Holliday, Jr.  
Assistant Administrator  
(Operations)  
Farmers Home Administration  
USDA  
Washington, D. C.

Afternoon Session

1:30 - 3:30

Motivation in Management

N. J. Brickell, President  
Brickell Institute of  
Leadership Training  
Memphis, Tennessee

Presentation of Certificates

Dr. Paul Becton  
Agricultural Research Service

## INTRODUCTORY STATEMENTS AND PURPOSE AND OBJECTIVES OF THE WORKSHOP

By Dr. Paul Becton  
Agricultural Research Service

A native of Silas, Alabama, Dr. Becton received his degree in veterinary medicine at Auburn University. He has been with the U. S. Department of Agriculture since 1947, serving in Mississippi, Ohio, Louisiana, coming to Arkansas in 1954 as Veterinarian in Charge, Animal Disease Eradication Division of Agricultural Research Service. At present he is Veterinarian in Charge, Animal Disease Eradication, Division of Agricultural Research Service, U. S. Department of Agriculture, Little Rock, Arkansas.

### SUMMARY

By P. W. Mason, AES  
D. C. Futrell, ASC

Dr. Becton welcomed the group and briefly discussed the background of the participants. He stated that each member of the group has responsibilities in the management field. He discussed the tremendous progress that has been made and is being made in agriculture and the resulting increase in the responsibilities of the USDA. He stressed the rate of progress that is being made in the technical aspects of programs of the USDA and the need for management to keep abreast of the technical progress. He showed a film developed by the Agricultural Research Service of USDA entitled "Roundup". This film dealt with research activities in connection with the screwworm infestation in the Southeastern States and the resulting elimination of the infestation through the use of Cobalt 60, which is a source of gamma rays. The film illustrated that atomic energy has important peace-time uses.

Dr. Becton then discussed the history and purposes of the TAM institutes and workshops. He stated that several TAM institutes and many TAM workshops have been held but this is the first in Arkansas. He listed the following as among the objectives of the TAM workshops:

1. Provide broader understanding of the U. S. Department of Agriculture and its functions
2. Aid in acquiring management skills and strengthen knowledge of management practices

He suggested that all participants keep four questions in mind:

1. How am I progressing in my job at present time?
2. Am I preparing myself for advancement?
3. How high are my standards for my job?
4. How wide is the gap between what I know and what I should know concerning my job?



## REVIEW OF WORKSHOP PLANS

By John T. Hills  
Forest Service

A native of South Carolina, Mr. Hills was graduated from Clemson College. He first began work with the U. S. Forest Service in the Civilian Conservation Corps program as Camp Superintendent and later as District Ranger with the U. S. Forest Service. At present Mr. Hills is staff assistant, Ouachita National Forest, located at Hot Springs, Arkansas.

### SUMMARY

By P. W. Mason, AES  
D. C. Futrell, ASC

Mr. Hills emphasized that the workshop will be operated by participants. He discussed the responsibilities of the presiding officers and the persons summarizing each session. He pointed out that it would be the responsibility of the persons summarizing each session to get the summary to the Editorial Committee, whose responsibility will be to assemble the reports and publish the completed product.

### INTRODUCTION OF PARTICIPANTS

Each person attending introduced himself giving background information such as place of birth, family status, training and summary of employment including name of agency where now employed and position title.

### LOCAL ARRANGEMENTS

By Hampton Burns  
Soil Conservation Service

Mr. Burns is a native of Magnolia, Arkansas. After attending Southern State College he completed work on his degree at Oklahoma State University.

He has served the Soil Conservation Service as Soil Scientist, Work Unit Conservationist and is at present Assistant State Conservationist, located in Little Rock, Arkansas.

### SUMMARY

By P. W. Mason, AES  
D. C. Futrell, ASC

Mr. Burns discussed arrangements for the workshop, including places of meetings, committee meeting rooms, typing service, advisory service and editorial service. He also discussed the breakfast meeting to be held at 7:30 a.m., Tuesday, August 9.

## COMMITTEE ASSIGNMENTS, RESPONSIBILITIES AND ORGANIZATION

By Clyde P. Lieblong  
Agricultural Stabilization and Conservation

Mr. Lieblong, a native of Guy, Arkansas, received his B.S.A. and M.S. from the University of Arkansas, was in the Navy Air Corps, and taught Vocational Agriculture in Arkansas for several years. He was Fieldman for the Agricultural Stabilization Committee for one and one-half years, then served as District Supervisor for Farmers Home Administration a short time before returning to ASC. He has served as State Administrative Officer, ASC, Little Rock, since May, 1956.

### SUMMARY

By P. W. Mason, AES  
D. C. Futrell, ASC

Mr. Lieblong called attention to the following material, copies of which had been furnished to each member of the group:

1. Guides for individual and committee assignments
2. Selected responsibilities of participants
3. Committee organization, including names of committee members

He pointed out that a different member of the group will preside during each session and that each session will be summarized by a different team of two members. Also each person attending is a member of a committee.

The committees are:

1. Advisory Committee
2. Editorial Committee
3. Evaluation Committee
4. Library Committee
5. Recreation and Social Committee
6. Visual Aids Committee

After briefly discussing the duties of the committees Mr. Lieblong informed the committees of the committee meeting places and requested that each committee meet and elect a chairman and recording secretary and make tentative plans as to the activities to be carried on by the committee during the workshop.

After the committee meetings, the group reassembled and each committee advised the meeting of its selection of officers and of tentative plans.

# COMMUNICATION WITHIN THE ORGANIZATION

By Frank Harlan  
Little Rock, Arkansas

Mr. Frank Harlan's present position is Personnel Development Supervisor, Southwestern Bell Telephone Company, for the State of Arkansas. He has been employed by the Southwestern Bell Telephone Company since 1947, and devotes all of his time to management problems. He is married and the father of two sons. He is a graduate of the University of Missouri and has done graduate work at Little Rock University and the University of Wyoming.

## SUMMARY

By Henry Clay White, SCS  
Frank T. Brodie, FHA

### 1. Communication is an art:

There are many types of communication.

1. Two way -- in person -- same background -- no barriers, (best type).
2. One and one-half way -- listener can break in and ask questions.
3. One way -- lecture type.
4. Over the telephone -- no gestures or facial expressions -- all voice.
5. Written communication -- most difficult of all.

### 2. The problem is complex:

1. Permissive climate -- Everyone involved must feel free to express his real thoughts and feelings and the greatest barrier is YOU the BOSS.
2. Even in a perfect climate there are still barriers. One of these is words.
3. Another barrier to good communication can be described as different frames of reference.
4. Another barrier is that of the closed mind. (A person who thinks he knows it all)



### 3. Talking with people:

Steps	Skills
1. Put at ease.	Pleasing manner Listening responses.
2. Encourage talk.	Lead-off question (open) Listening responses.
3. Follow-up key thoughts.	Open questions Listening responses.

#### Definitions:

##### Open Question:

One that cannot easily be answered "yes" or "no". These questions usually start with the words: what, when, how, who, where or which.

##### Closed Question:

One which can readily be answered by "yes" or "no". These questions begin with such words as: is, do, has, can, will, or shall.

##### Listening Responses:

A brief comment or action which conveys the idea that you are interested and wish the other fellow to talk.

##### They include:

Nod	Nodding the head slightly and waiting.
Pause	Looking at the speaker expectantly without doing or saying anything.
Casual remark	"I see", "Uh-huh", "Is that so?"; "That's interesting", etc.
Echo	Repeating back the last few words the speaker said.
Mirror	Reflecting back to the speaker your understanding of what he has just said. ("You feel that -----")

## Key Thought:

An idea, opinion or experience expressed by the person talking which appears to the listener to have an important bearing on the matter under discussion. Some key thoughts are hidden in casual comments or very brief references.

## 4. Better business writing:

It is the process of getting your meaning across to someone else through the written word.

### 1. How to write more clearly:

1. Have something to say. Each letter should deal with a single general topic. Unless two or more topics are very closely related, separate letters should be written.
2. Think about and organize what you have to write. Put ideas in order so the whole letter or paper flows smoothly.
3. As a rule, use short sentences. (17 to 21 words average.) However, sentences should vary in length to relieve monotony. It's the average that counts.
4. Limit each sentence to one main thought.
5. Similarly limit each paragraph to one main idea. Keep the paragraph short.
6. Use active verbs - where the subject is acting. Avoid passive verbs with which the subject receives the action. For example, do not say:

"Your order was shipped by us Monday."

Say:

"We shipped your order Monday."

7. Use strong verbs that describe action. Avoid such word endings as:

- ion, - tion, - ment, - ing.

For example:

"I intend to improve my writing."

not

"I have an intention to make improvement in my writing."

8. Use simple, well understood words. If only a longer word will express your meaning, use it. But where there is a choice, use the simpler.
  9. Be human in your writing.
  10. Get down to business fast.
  11. Stop when you're finished.
5. Organize to write.
1. To be effective, writing must communicate facts to readers.
  2. Everything we write should have a definite aim.
  3. Have all the facts.
  4. Decide what to tell the reader then tell him this and nothing more.
  5. Good writing is always the product of good thinking.

#### Books on Better Business Writing

- |                                   |  |
|-----------------------------------|--|
| The Technique of Clear Writing    | - Robert Gunning - 1952<br>McGraw-Hill Book Company    |
| Clear Writing for Easy Reading    | - Norman G. Shidle - 1951<br>McGraw-Hill Book Company  |
| A New Way to Better English       | - Rudolf Flesch - 1958<br>Harper and Brothers          |
| How to Make Sense                 | - Rudolf Flesch - 1954<br>Harper and Brothers          |
| The Art of Readable Writing       | - Rudolf Flesch - 1949<br>Harper and Brothers          |
| The Art of Plain Talk             | - Rudolf Flesch - 1946<br>Harper and Brothers          |
| Written Communication in Business | - Robert L. Shurter - 1957<br>McGraw-Hill Book Company |

#### DISCUSSIONS

Led by Charles L. Wayman, SCS



## SELF-DEVELOPMENT

By Storm Whaley

Storm Whaley was born at Sulphur Springs, Arkansas. After graduation from John Brown University in 1935 he managed a radio station at Siloam Springs until 1943. He then became Vice-President for Radio, John Brown University, operating three stations - at Siloam Springs, Tulsa and Long Beach.

Ten years later he became administrative assistant to Congressman J. W. Trimble. A year later he began his association with the University of Arkansas as Assistant to the President. He was Director of Information from 1957 to 1959 when he served as Acting President. He started his present assignment June 1, 1960 as Vice-President Health Services and Assistant to the President, University of Arkansas.

### SUMMARY

By Miles McPeck, AMS  
Jack W. Hambrick, FS

Today education is a continuing process requiring self-discipline. College training will not suffice to answer all of the questions which will arise within a few years after graduation. The most that a college can hope to do is set the student on the right path of self-development. We cannot terminate study on graduation day and expect to be current the next week, month or year.

The most important ingredient in self-development is DESIRE. A person must be willing to take the time and trouble to read or study when it might be easier or more pleasant to relax with some form of light entertainment.

Self-discipline and thoroughness are both essential in cultivating interests and tastes for abstract material and abstract thinking.

One must think outside and beyond his own narrow gauge of daily activity.

Communication is very important; skills in it can be attained only by practice. Skills in oral and written communication, once gained, should be used if they are to be retained.

One should strive to have an open mind, objective outlook and the concern for truth that will enable him to entertain every idea on merit. He should also have the capacity and willingness to share the joys and sorrows of others. Finally, he should be able to find contentment and serenity with his own thoughts when he is alone - he should not be bored when he is by himself.

The speaker was introduced by Dr. Warren G. Harris, ARS. There was no time available for discussion.

## BROADER UNDERSTANDING OF THE U. S. DEPARTMENT OF AGRICULTURE

By Ernest C. Betts, Jr.  
Director of Personnel, U.S.D.A.

Mr. Betts is a native of Wisconsin and a graduate of State Teachers College of Platteville. After teaching school for a number of years he began his government career in 1939 with the Soil Conservation Service where he performed a variety of personnel functions. He has also held important positions with the Department of State and with the Technical Cooperation Administration. He has served in his present position as Director of Personnel of the U.S.D.A. since 1956.

### SUMMARY

By Jack W. Hambrick, FS  
Miles McPeck, AMS

The beginning of what we now know as the Department of Agriculture was in 1839 when the first appropriated funds were used to collect and distribute seeds. In 1862 under the Agricultural Organic Act it was first established as an agency, headed by the Commissioner of Agriculture.

It was not until 1889 that the agency was raised to cabinet status, and from then until 1933 there was steady growth - primarily in research and education. The advent of the Great Depression brought many of the action programs into being to adjust production demands, distribute food, stabilize markets, and conserve natural resources.

World War II brought new and different problems and, consequently, new changes and adjustments in the organization of the Department. By 1953 the Hoover Report and pressures from other interested people caused the administration then entering office to critically examine the organization. In November of 1953 the present organization was fully implemented.

The present organization basically is divided into four major program areas, each headed by an Assistant Secretary or a group director. These areas, covering research, education, action, and regulation, are outlined as follows:

#### 1. Federal - States Relations

Agricultural Conservation Program Service

Agricultural Research Service

Farmer Cooperative Service

Federal Extension Service

Forest Service

Soil Conservation Service

2. Marketing and Foreign Agriculture

Agricultural Marketing Service

Commodity Exchange Authority

Foreign Agricultural Service

3. Federal Crop Insurance Cooperation and  
Commodity Stabilization Service

4. Credit

Farmers Home Administration

Rural Electrification Administration

The U.S.D.A. is a large, widely-scattered, decentralized organization with operations in 50 states and 103 foreign countries. There are approximately 85,000 full-time employees in 13 operating agencies at 9963 locations.

It is an efficient organization of dedicated people - an organization of which we can be proud.

DISCUSSION

Led by Warren C. Harris, ARS

During the brief discussion period the following points were brought out:

1. The policy of the U.S.D.A. is to encourage self-development through correspondence courses, special training courses and the granting of furloughs for educational purposes.
2. It was agreed that the performance rating system should be repealed or revised.
3. It was brought out that transfers between related agencies are possible and practical.



## FUNDAMENTALS IN MANAGEMENT

By Earl D. Sharar

Earl D. Sharar was born in Utah and during his early life lived in Utah and Nevada. He began his professional career in the Regional Office of the U.S. Forest Service at Ogden, Utah. In 1938 he moved to Washington, D. C., and continued working with U.S.D.A. in various capacities.

While in Washington he attended American University and received a degree in Public Administration in 1945. From 1951 to 1955, while still in Washington, he taught courses in supervision and administrative management at the U.S.D.A. Graduate School. In 1955 he transferred to his present position in New Orleans, Louisiana, as Business Manager, Southern Regional Business Office, Agricultural Research Service.

The territory his office serves covers eleven Southern States and Mexico, Puerto Rico, Virgin Islands and The Bahamas.

### SUMMARY

By James E. Brooks, SCS  
Ray W. Brandt, FS

Administrators are the top policy makers and are interested primarily in what is to be done. Managers carry out policy and are primarily concerned with how it is to be done. Managers may make policy within their own area of activity or responsibility, and they assist in formulating top policy.

The tools with which managers work are: (1) Men, (2) Money, (3) Materials, (4) Machines.

The fundamental or essential skills in management are of three types:

1. Technical - These center around an understanding and proficiency in a specific activity or program and involve methods, processes, procedures, techniques, etc.
2. Human - These skills are, of course, those used by the manager to work effectively with people and to lead them in the cooperative effort necessary to achieve the objectives sought.
3. Conceptual - This skill involves the ability to see the organization as a whole, to recognize the interrelationship of its various parts, to foresee problems, detect trends and to visualize the relationships (in the Department's case) with farmers, the community, and other political, social, and economic forces of the nation.

Performance in the field of management depends more on the above mentioned skills than on personality traits of a manager.

In this Department, at the level which we are working, the technical and human skills need be emphasized. Since a large part of the technical skills lend themselves to achievement by academic effort, the human skills with their common denominator, i.e., people, must be emphasized and shared by management people in their various forums and discussions.

The inherent dignity of every man must always be borne in mind. Workers have a fine sensitivity to spiritual qualities and personal morality and they want to work for a man who believes in something and in whom they can believe. This respect and concern for the dignity of man will help you to deal more effectively with them.

Empathy (the imaginative projection of one's own consciousness into another being) is a technique which every management practitioner should strive assiduously to cultivate.

The concept of "benevolent autocracy" while it may be neither idealistic nor inspiring is practical - It accepts people as they are, it faces the fact that there is a dearth of leaders and in the final analysis is simply a technique for making the best of the worst. While hardly a noble philosophy of management it does have one invaluable attribute: where it has been tried it works.

Communications is an old matter. It is, however, receiving and merits more and more consideration in the management field today. Interpersonal skill in this area is increasingly important and the establishment of an "atmosphere" of communication is a good and worthy objective.

Loyalty to the Administrator, fellow workers, and the organization was emphasized as an absolute necessity to good management.

### DISCUSSION

Led by Charles W. Kenyon, REA

Q. Do we try to accomplish too many things through committees?

A. Committee action is quite often desirable, but it can be overdone.

Q. Is an Administrator's open door policy necessarily objectionable?

A. No, but judgment should be exercised to control the employees who do not have anything definite to discuss.

Q. Do we need to inject a little more sales ability into our techniques?

- A. Our primary responsibility is to sell ourselves and our organization.
- Q. Are we advocating that a good manager be all things to all people?
- A. No - this is impossible and sometimes we must make ourselves obnoxious to get the job done.
- Q. How do you supervise employees that are inefficient but not flagrant in their inefficiency?
- A. Don't lose your temper - work with the individual to try to find out the cause for being inefficient and then attempt to correct it: Search out common denominator to deal with the employee.
- Q. Should we think of the individual in terms of his family rather than the individual alone?
- A. Yes - measure the total situation. Family must be considered.



# CONCEPTS OF MANAGEMENT

By Dr. Robert D. Hay

Dr. Hay was born in Indiana, November 17, 1921. He has BA and MA Degrees from the University of Oklahoma, and a PHD from Ohio State University. He is a Certified Public Accountant in Oklahoma. He has been a member of the faculty of the University of Arkansas since 1949. At the present time he is Professor and Chairman of the Management Department, College of Business Administration, University of Arkansas.

## SUMMARY

By William T. Tobin, FS  
Vernon Lowder, Jr., AMS

A concept as defined by Webster is a thought; an opinion; a mental image of a thing formed by generalization from particulars; an idea of what a thing should be. Ralph C. Davis says conception is the joining of precepts and experiences to form concepts or ideas.

Some basic concepts of management are:

### I. Necessity of management.

Management is necessary in any undertaking. When groups of people have a common purpose, management is needed to help the group achieve that purpose. Nine out of ten business failures are due to poor management.

### II. Universality of management.

Management is universal. Management applies to all types of organizations and to any kind of enterprise. Managers can transfer their skills from one job to another.

### III. Goal-orientation of management.

Management is concerned with reaching objectives through people and things. Goals or objectives are the life and blood of management. Goals provide the challenge to management and cause the work of management. Some goal is necessary before any work is achieved. Goals or purposes have to be "known" to management and people concerned before effective action can be taken. These should be "accepted" by all concerned for more effective action.

### IV. Function of leadership.

Management is the function of leadership. A leader is one who influences other people to work with him in reaching group objectives.

V. Managerial functions.

Management has basic functions as its work. Planning, acquiring, organizing, actuating, coordinating, and evaluating are the basic managerial functions. The performance of managerial functions varies with the level of management.

VI. Difference in managerial and specialized competence.

A good manager works with people and not by himself. A manager who gets work done by himself is a poor manager. Objectives will not be reached effectively if this concept is not recognized.

VII. Management requires a philosophy.

A philosophy helps explain the study of management and provides a system of thought to the solution of business problems. A philosophy is composed of concepts, principles, and policies to be used in achieving objectives. Differing philosophies govern the way things are done.

VIII. Management is both an art and a science.

The science of management is not as accurate as the physical sciences because the human element is not always predictable. The science of management teaches one "to know" while the art of management teaches one "to do".

IX. Management deals primarily with people --- both individuals and groups.

All of the social sciences play an important role in management.

X. Management is concerned with decision making.

Analytical and creative thinking are both necessary in the solution of management decisions. Decisions may be based on intuition, experience, or facts. The decision maker should defend his decisions and be willing to explain them. There are five steps in problem solving or decision making. These are: determining the problem, collecting the information, organizing the information, interpreting the information, and communicating the results to the people concerned.

### DISCUSSION

Led by: Andy Neal, ASC

Much of the discussion was centered around the two philosophies of management, the social concept and the classical or "money making" concept. There was considerable discussion as to whether the first obligation of a business is to serve society or to make a profit for the company.

Two case problems in management were presented to the group for their consideration. After considering the problems, there was discussion as to the cause and possible solutions were discussed.

# INNOVATION AND CREATIVITY IN MANAGEMENT

By Hugh F. Dennett

Mr. Dennett was born December 30, 1903. His formal education includes a Professional Degree in Electrical Engineering from Marquette University (Milwaukee, Wisc.) in 1926 and Master of Science in Industrial Engineering from the University of Arkansas in 1959. Positions held include consulting engineer and plant manager for a number of years. Mr. Dennett qualified as a Registered Professional Engineer in Wisconsin in 1937 and in Arkansas in 1954. He joined the faculty of the University of Arkansas in 1953 and currently is Associate Professor, Department of Industrial Engineering.

## SUMMARY

By Eugene R. McInnes, AMS  
T. H. Johnston, ARS

Management was described as being so living and dynamic that a standard phraseology or usage of words in the field does not exist. Management is universal and similar management problems are found in all fields.

### I. Functions of Management

1. Plan (create) - a good manager must do this.
2. Organize
3. Actuate
4. Coordinate
5. Control

### II. Management in General

1. Executive span of control. Number of subordinates a manager can oversee or control.
  - a. Depends on type of work, manager's and subordinates' ability, and geographical distances separating you from subordinates.
  - b. Too wide a span (too many subordinates) may cause failure.
  - c. "Rule of exception". Manager should have only "exception" or "problems" reported to him. (Doesn't have time to read all the good reports.)
  - d. Hold subordinates to their jobs.



2. System of reliability. A component of management.
  - a. A chain of subordinates with 97% reliability might result in organizational reliability of only 65%.
  - b. Organization made up of component parts and only as reliable as its weakest component.
  - c. Each man or component needs to be trained for highest possible reliability.
  - d. Example: Missile parts now need to be 99.999999% reliable because of large number of parts.
3. Cybernetics. The science of communications and control, especially as applied to self-regulating systems.
  - a. Similarities pointed out between:
    - (1) Electronic computer
    - (2) Brain of starfish
    - (3) Organizational chart
  - b. In case of malfunction of a junction the general area of malfunction must be located.
  - c. May come in through "system reliability".
  - d. Malfunction may result from failure to communicate - "overhaul your communication system periodically."
4. Automation. Complete mechanization (no people).
  - a. Mechanization has been increased greatly but labor in U.S. still in relatively short supply.
  - b. "Mechanization" commonly confused with "automation".
  - c. People should be informed about automation.
5. Innovation. Creativity.
  - a. Elimination of "bottle-necks".
  - b. Bring loose ends together to make orderly unit.

### III. Personnel Phase

1. Job analysis. The start of creative thinking in management.
  - a. Define the job.
  - b. Pick a qualified man for specific job.
2. Direct link between worker and foreman very important.
3. Subordinates should receive credit and recognition for their ideas and suggestions.
4. Manager should "practice what he preaches".
5. A man given a responsibility must also be given the necessary authority.
6. Read: "The Organization Man" by Wm. White, Jr. Strict conformity kills incentive. "If all your subordinates are strict conformists, where will your replacement come from?"

### IV. Management Tools. Must take available tools and "beat them to fit".

1. Economic analysis
  - a. Results must be produced at reasonable cost.
  - b. Compare the alternatives.
  - c. Look ahead.
2. Motion and time studies. Used for years in factories.
  - a. Read about "motion economy".
  - b. Get more work done by same number of people without using the "stretch-out".
  - c. Time studies: a good tool but must be used with caution.
3. Work sampling
  - a. Random observation of working vs. loafing.
  - b. Conduct without attracting attention of workers.
  - c. Sampling must be done over period of time.

4. Process charts. Diagram showing relation of things or people in plant.
  - a. Use to study motion economy.
  - b. Studying diagrams for tying phases of work together is "innovation and creativity".
5. Operations Research ("OR"). Use of mathematics in management "game".
  - a. Dates to World War II. Somewhat elusive.
  - b. English used "Theory of Games" to improve chances of bombing German U-boats.
  - c. The 3 ball-bearing factories in Germany were bombed because most effective deterrent (calculated mathematically - chance).
  - d. "Theory of Games" now usable with electronic computers.
  - e. Team approach. Group of men of widely different backgrounds who are trained to accept only facts. May be able to locate bottle-necks or trouble.
6. Symbolic logic. "Algebra". Three types of models.
  - a. Iconic. Scale model or photo-limited use.
  - b. Analogue. Substitute one medium for another. Example: Sketch on paper. Very useful in management.
  - c. Symbolic. Mathematical equation applied to management. Use of algebra in solving management problem.
7. Electronic computers. Require "programming" of problem.
  - a. Digital. "High speed adding machines".
  - b. Analog. Solution given graphically.
8. Cost accounting. Can be a valuable management tool if proper information obtained. Get "management" information.

#### V. Pitfalls of Management

1. Falling behind the industry (stay up with the parade).
2. Failure to communicate properly. Managers may write and talk for



themselves rather than for their subordinates or superiors.

3. "Driving" instead of "leading".
4. Incompetency. Seniority vs. ability.
5. Failure to admit mistakes.

VI. Concluding comments:

1. No manager is fully dressed for the day's work until he wears a smile.
2. Nobody can tell you how to be a good manager. It takes practice.
3. Make use of available resources. Get all the information and assistance you can from your State University.

Speaker was introduced by Richard L. Harris, FS. Time did not permit discussion.

# HUMAN RELATIONS IN ACCOMPLISHING AN OBJECTIVE

By Al Pollard

Al Pollard, a native Arkansas, received his education in the Little Rock Public Schools and Little Rock Junior College. He began his career in public relations and advertising 28 years ago. In addition to being president and owner of Brooks-Pollard Advertising Agency, he is a well-known professional and civic leader, journalist and author. He is active in the Arkansas State Chamber of Commerce and the Arkansas Industrial Development Corporation. He is executive director of both the Arkansas Meat Packing Association and the Keep Arkansas Green Association. His news column, "Life Today", is now running for its 23rd year in the Sunday edition of the Arkansas Democrat. He has written and published two books: Appraisal of All Arkansas Resources and Creation of Wealth in Arkansas.

## SUMMARY

By James E. Kyle, SCS  
Dennis Tucker, AMS

If you want to be a communicator, you must sell the broad picture. In our relations with people, we must learn what to put in and what to leave out. By doing this we will get maximum output with minimum effort. With this professional approach, problems become opportunities and challenges.

In order to communicate, we must: (1) get facts; (2) understand racial backgrounds; (3) couch everything in terms of the other person's interests and (4) line up top benefits first.

People have four basic wants: (1) need for recognition; (2) need for security; (3) need for a sense of belonging and (4) need for new experiences.

Since we are broadcasting all day long, believability is one of the best things to communicate. Thought creation is attainable by energizing our subconscious minds to work for us. Every experience that we have can be put in back of our heads for indirect selling.

We must learn to listen to what is said and what isn't said.

You never hear the sales talk that sells.

Live by the Golden Rule.

Speaker was introduced by Lee Reagan. Time did not permit discussion.

# PRINCIPLES OF SUPERVISION

By Ogden Greene

Mr. Greene was raised and educated in Kansas. He attended Kansas State University and after graduation started his career with the U.S.D.A. 31 years ago as a county agent. He was with the Extension Service for 7 years before transferring to the SCS. He served in various capacities in North Dakota, South Dakota and Nebraska gaining wide experience in the various activities carried on by the SCS. During this period he served as Regional Chief of Personnel Management for the Great Plains Area. For the past 5 years he has been in Washington, D. C., and is at present the Chief of the Employee Relations Branch, SCS, U.S.D.A. He has been in the field of personnel management for over 20 years and is recognized as an outstanding authority in the field.

## SUMMARY

By W. Barham Ridgell, ASC  
William T. Bryan, FS

### I. General

There are few jobs in the USDA more difficult yet more interesting than the job of supervising. This takes more skill, common sense, foresight and perhaps intelligence than almost any other kind of work. And usually holds more grief, trouble, and difficulties if the art of guiding and working with people has not been learned.

A good supervisor is not born that way; he becomes good by study and practice.

Most of us were not originally employed as supervisors, but as assistants were added we became such. Our education or past experience was of little value. However, there is a lot of material available to guide us. Since management is not a scientific field, it requires judgment and interpretation.

The matter of supervision is of tremendous importance since it means the difference between efficiency and inefficiency. Employee performance correlates quite precisely with the quality of supervision provided.

### II. How Do I Get to be a Good Supervisor?

1. Study the books available; you should know the literature of your profession. As in any other profession, books won't answer all your questions. Nevertheless, a personal library will be helpful. Listed below are some recommended books:

- (a) The Man in Management by Lynde C. Steckle  
(Seven things you must do to succeed.)



- (b) Psychology in Management by Mason Haire  
(Law of effect - Human Satisfaction of Needs)
  - (c) Readings in Management. Ed. by Max Richards and William Nielander. (Human relations, communications, organization, basic elements of management, etc.)
  - (d) Selected Readings in Management. Ed. by Fremont Shull, Jr.  
(Contents similar to preceding book)
  - (e) Education and the Nature of Man by Earl Kelley and Marie Rasey
  - (f) The Principles of Organization by James Mooney
  - (g) The Practice of Management by Peter Drucker  
(Inflammatory. It will make you think.)
  - (h) Bureaucracy, A Challenge to Better Management by J. M. Juran
  - (i) Men at Work by Stuart Chase
  - (j) How to Talk with People by Irving J. Lee
  - (k) Making Management Human by Alfred J. Marrow  
(True leadership is characterized not by domination but by service.)
2. Keep up on new books. Read professional journals in the field such as: Harvard Business Review, Supervision, Journal of Public Administration, Supervisory Management, Personnel Journal, Management Review.
  3. Review and discuss problems with colleagues.
  4. Take advanced studies to improve standing. (Correspondence, night courses)
  5. Evaluate own experience. Stand back and look, be critical, admit mistakes. But don't think you are the only one affected. The more experience the better, providing you evaluate and try to improve. Supervision is an art, not a science. There is no formula; it is a skill.

To read, to discuss does not make you a better supervisor. You must supervise. You can read how to do something but skill comes from practice.

#### Ten Things a Supervisor Should Learn to Do:

1. Guide and direct the efforts of people he supervises.
2. Train people (for immediate and future job).
3. Communicate clearly and affectively (write, speak, read).



4. Analyze work loads.
5. Plan.
6. Schedule.
7. Organize.
8. Make inspections.
9. Study and evaluate productivity.
10. Improve efficiency.

There may be others, but if you can perform these ten at top efficiency you will do satisfactorily.

Marks of Lousy Supervision:

1. Criticism in public
2. Calling for unnecessary changes in letters
3. Lack of interest in individuals
4. Taking personal credit for other's work
5. Rudeness
6. Lack of communication
7. Job assignment without guidance
8. Responsibility without authority
9. Withholding promotions
10. Bypassing line of authority
11. Favoritism
12. Failure to appreciate extra effort
13. Disloyalty
14. Dictatorship
15. Blaming others for errors
16. Making no allowances for breaking of rules

17. Indifference
18. Forgetfulness
19. Lack of consideration
20. Criticizing superiors
21. Expecting too much from employees
22. Putting disagreeable work on others
23. Failure to correct or admit own errors
24. Inconsistency
25. Evading issues
26. Failure to defend employees who have made a mistake
27. Being temperamental
28. Failure to meet deadlines that puts strain on employees
29. Forgetting that employees are human
30. Lack of firmness when necessary, too easy
31. Failure to be "available"

Seven Principles of Good Supervision: Developed from cross section of good supervisors

1. People must always understand clearly what is expected of them. New employees are most susceptible to learning.
  - a. What his job is and how it relates to others.
  - b. Who is his boss.
  - c. How much is expected. How his work will be measured.
  - d. What organization is and how it operates, its important policies and procedures.
  - e. Organization, customs and rules
    - (1) Description of his job
    - (2) Organization
    - (3) Standards of performance - mutually agreed upon

- (4) As Peter Drucker points out, people really want to work notwithstanding all the material we have on how to make people work.
2. People must have guidance in doing their work.
    - a. Information
    - b. Techniques
    - c. Personality improvement
  3. Good work should always be recognized.  
This is the lubricant that keeps production going at a high rate.
  4. Poor work deserves constructive criticism.  
People know that criticism is deserved when poor work is evident and the supervisor who doesn't will suffer. Criticize in private: Law of effect.
  5. People should have opportunities to show that they can accept greater responsibility.
  6. People should be encouraged to improve themselves. Very difficult to get people to be intellectually curious and continue education.
  7. People should work in a safe and healthful environment.

Ralph Nichols says in "Office Executive", the average person spends 70% of his working day in verbal communication. 45% of which is spent in listening, yet unless he has had specific training in listening techniques his efficiency in using this skill is only 25%. For the management that wants to get through to its employees he recommends making an effort to better understanding their attitudes and opinions.

#### DISCUSSION

Led by James G. Rosier, ARS

The discussion was generally concerned with employee benefits and rules and regulations applying to the various employee unions available to U.S.D.A. employees. Mr. Greene answered specific questions concerning individual supervisor's or manager's personnel problems dealing with rules and regulations of the U.S.D.A.

## DECISION MAKING IN GOVERNMENT

By Malcolm H. Holliday, Jr.

Mr. Holliday is Assistant Administrator of Operations, Farmers Home Administration, Washington, D. C. A native of Kentucky, is married and has two children. Attended Lees College, University of Kentucky, graduated from Moorhead State College. He was general agent for two life insurance companies for eight years. In 1942 he founded the Holliday Publishing Company. He served for several months as special assistant to Senator Cooper of Kentucky. He came to the Department of Agriculture in his present position in 1954.

### SUMMARY

By Gerald R. Fuller, ARS  
Charles L. Waymon, SCS

Mr. Holliday gave us a formula to arrive at a decision based on facts. All must do it. The formula is as follows:

$$\frac{PI \nearrow ACA \nearrow PC}{OOSV} = \text{A Decision}$$

PI = Personal Involvement

ACA = Available course of action

PC = Possible consequences

OOSV = Our own sense of values

A wise man knows the difference between decisions that are his responsibility and those that are the responsibility of others. Each, must with courage and faith, make decisions in his own area of responsibility. He discussed a technique known as "Pigors" Incident Process" which is used in decision making, problem solving, and personnel management. This approach emphasized the need for identifying the problem and collecting facts upon which to make a decision. The process involves the use of case studies of incidents. Phases of the process may be divided as follows:

1. Learning the incident
2. Fact finding
3. Identifying the problem
4. Making the decision

The procedure used was to acquaint the group with an incident case history and carry out the various phases. The incident studied involved a division chief in the Office of Health Services who preferred to operate as a specialist and who failed to follow reporting procedures which were the policy of his



agency. The policy was that, in addition to special services in his division, each division chief would obtain information for other divisions on field trips. Although the policy was known and agreed upon by all divisions, the Director found it necessary to write the division chief, Dr. Lundy, a memorandum insisting upon compliance with established procedures in reporting. After failure to comply for a fourth time and being asked to explain his position, the division chief stated that he felt his job was that of a specialist in his own division and not as a "generalist". Dr. Lundy was considered to be a valuable man in the organization and his division was not adequately staffed due to budget limitations.

The group was allowed to ask questions regarding the incident to secure all possible facts. This was the second phase of the process.

The question asked the group was, "Shall I require Dr. Lundy to comply with the reporting system or excuse him?" Each member of the group was allowed to add four sub-questions of his own to the one given the class. The group was then asked to make the decision, which was the last phase of the process.

The decisions were: 1. Dr. Lundy be held to compliance with reporting system.  
2. He would be excused from compliance.

The class was equally divided in the above two decisions.

Mr. Holliday read the decision which Pigor's process advocates: that of requiring the division chief to conform to established policy of his agency. The historic decision of the agency head was, however, to release the subject from the reporting requirement. The object of the presentation was to learn the procedures for decision making and not necessarily to arrive at the correct solution to this problem.

The decision becomes tangible when the above listed factors are used in making it. There may be more than one practical decision. The success of the decision depends upon the sincerety with which it is executed.

The speaker was introduced by Bobby S. Hall, AMS. Discussion was confined to a solution of the case problem.

## MOTIVATION IN MANAGEMENT

By N. J. Brickell

Mr. Brickell is President and Owner of Brickell Institute of Leadership Training, Memphis, Tennessee, which sponsors the "Dale Carnegie" courses in eight Southern states, and in Central and South America. He was born and reared in Arkansas, is a graduate of Arkansas State College, Jonesboro, and has a law degree from Southern Law College. Mr. Brickell has 15 years experience as an Instructor of the "Dale Carnegie" courses in public speaking and management training.

### SUMMARY

By Dan P. Chisholm, OGC  
Ralph M. Brownlee, AMS

Mr. Brickell stated early in his presentation that, "The one greatest motivator of all times was Jesus Christ."

Some of the tools of motivation are:

- 1) Courage on our own part
- 2) Enthusiasim
- 3) Effective communication of feelings as well as ideas
- 4) A sincere and genuine interest in the other fellow in the practice of human relations.

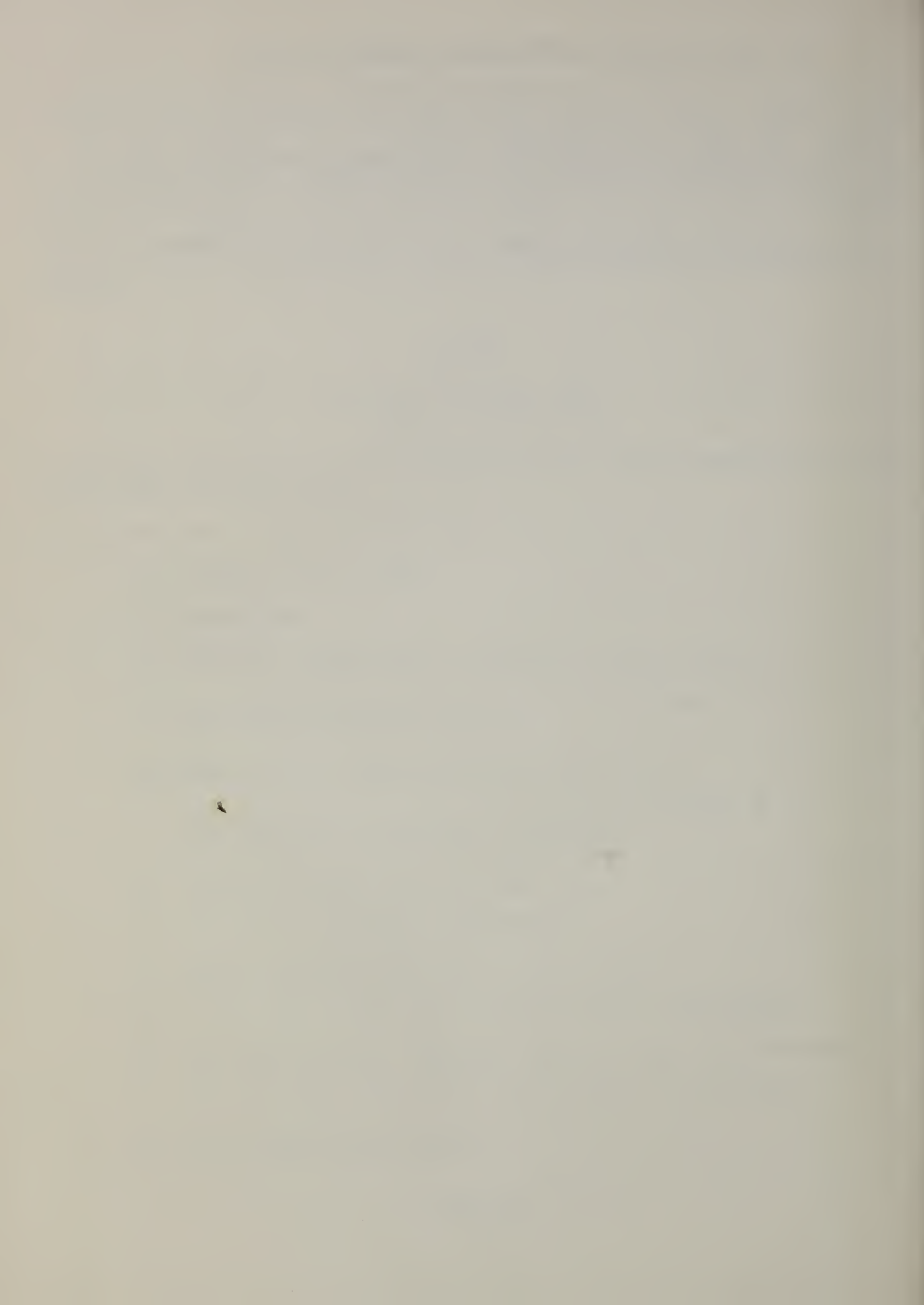
The basic rules of "Human Relations" were given as:

- 1) Don't criticize all of the time and when necessary, do it in a way that does not hurt, if possible.
- 2) Create in another person an eager want.
- 3) Give honest and sincere appreciation.
- 4) Become genuinely interested in other people.
- 5) A man's name is the most important sound in any language.
- 6) Be a good listener. Encourage others to talk about themselves.
- 7) Make the other person feel important and do it sincerely.
- 8) Ask the other man's opinion.

- 9) Have a healthy concern for the welfare of others.

Two techniques in problem solving were presented. One method was the listing of the problem, causes, possible solutions and then selecting the best possible solution. The other was the technique attributed to Ben Franklin of the listing of all the "Reasons He Should Not" do the thing and then listing all the "Reasons He Should Do the Thing", and from this analysis, selecting the best solution.

Session presided over by Bobby S. Hall, Agricultural Marketing Service.





## APPENDIX

# ROLL OF PARTICIPANTS

Little Rock, Arkansas  
August 8-12, 1960

<u>Name and Title</u>	<u>Agency and Address</u>
<u>Brandt, Ray W.</u> Forest Supervisor	FS - Kisatchie National Forest Box 471, Alexandria, La.
<u>Brooks, James E.</u> Administrative Assistant	SCS - Room 317 Federal Building Little Rock, Ark.
<u>Brodie, Frank T.</u> Area Supervisor	FHA - 202 Glover Bldg. Little Rock, Arkansas
<u>Brownlee, Ralph M.</u> Officer-in-Charge, Cotton Div.	AMS - P. O. Box 1230 210 Gaines St. Little Rock, Arkansas
<u>Bryan, William J.</u> District Ranger	FS - Ozark National Forest Hector, Arkansas
<u>Chisholm, Dan P.</u> Officer-in-Charge	OGC - 326 Federal Bldg. Little Rock, Arkansas
<u>Fowler, Dorsey L.</u> Work Unit Supervisor	ARS - Rm. 222, 555 Bldg. Little Rock, Arkansas
<u>Fuller, Gerald R.</u> DVM Supervisor Veterinarian Inspector	ARS - Box 348 Little Rock, Arkansas
<u>Futrell, David C.</u> Chief, Administrative Div.	ASC - P. O. Box 2781 Little Rock, Arkansas
<u>Hall, Bobby S.</u> Supervising Accountant Office of Milk Marketing Adm.	AMS - 3518 W. Roosevelt Rd. Little Rock, Ark.
<u>Hambrick, Jack W.</u> T. M. Forester	FS - Ouachita National Forest Hot Springs, Ark.
<u>Harris, Richard L.</u> Staff Assistant	FS - Ozark National Forest P. O. Box 351 Russellville, Ark.
<u>Harris, Dr. Warren G.</u> District Supervisor	ARS - ADED P.O. Box 14 Pocahontas, Ark.

<u>Name and Title</u>	<u>Agency and Address</u>
<u>Ingram, Carl R.</u> Area Supervisor	FHA Monticello, Ark.
<u>Johnston, Dr. T. H.</u> Research Agronomist Rice Branch Experiment Sta.	ARS - P. O. Box 287 Stuttgart, Arkansas
<u>Kenyon, Charles W.</u> Field Representative Loans and Operations	REA Little Rock, Arkansas
<u>Kyle, James E.</u> Work Unit Conservationist	SCS Danville, Ark.
<u>Lowden, Vernon Jr.</u> State Supervisor	AMS - 2400 East Capitol Little Rock, Arkansas
<u>Mason, P. W.</u> Executive Assistant	AES - 1201 McAlmont Little Rock, Ark.
<u>McInnes, Eugene R.</u> Officer-in-Charge, Cotton Div.	AMS Blytheville, Ark.
<u>McPeck, Miles</u> Statistician	AMS - 362 Federal Building Little Rock, Ark.
<u>Neal, Andy</u> Farmer Fieldman	ASC - P. O. Box 2781 Little Rock, Ark.
<u>Regan, Lee G.</u> Inspector, Grain Div.	AMS - P. O. Box 152 Stuttgart, Ark.
<u>Ridgell, W. Barham</u> Farmer Fieldman	ASC - Box 2781, Federal Bldg. Little Rock, Ark.
<u>Rosier, James G.</u> Work Unit Supervisor	ARS - P. O. Box 506 Osceola, Arkansas
<u>Thompson, L. D.</u> Market Reporter	AMS - P. O. Box 391 Little Rock, Ark.
<u>Tobin, William T.</u> District Ranger	FS - Ouachita National Forest Glenwood, Arkansas
<u>Tucker, Dennis L.</u> Fed.-State Supervisor Poultry Div. Grading Br.	AMS - Box 4357 Fondrin Sta. Jackson, Mississippi

Name and Title

Agency and Address

Wayman, Charles L.  
Work Unit Conservationist

SCS - No. 3 Main St.  
Lake Village, Arkansas

White, Henry Clay  
Work Unit Conservationist

SCS - Box 541  
Lonoke, Arkansas



PRESIDING OFFICERS

Little Rock, Arkansas  
August 8-12, 1960

<u>Name</u>	<u>Date Presided</u>
L. D. Thompson	Aug. 8 A.M.
Charles L. Wayman	Aug. 8 P.M.
Dr. Warren G. Harris	Aug. 9 A.M.
Charles W. Kenyon	Aug. 9 P.M.
Andy Neal	Aug. 10 A.M.
Richard L. Harris	Aug. 10 P.M.
Lee Reagan	Aug. 11 A.M.
James G. Rosier	Aug. 11 P.M.
Carl R. Ingram	Aug. 12 A.M.
Bobby S. Hall	Aug. 12 P.M.

# COMMITTEE ORGANIZATION

Little Rock, Arkansas  
August 8-12, 1960

<u>Committee</u>	<u>Members</u>	<u>Agency Represented</u>
<u>Advisory</u>	Bobby S. Hall (Chairman)	AMS
	Miles McPeck (Recording Sec'y)	AMS
	Dan P. Chisholm	OGC
	James G. Rosier	ARS
	Henry Clay White	SCS
	Jack W. Hambrick	FS
<u>Editorial</u>	Ray W. Brandt (Chairman)	FS
	James E. Kyle (Recording Sec'y)	SCS
	David Futrell	ASC
	P. W. Mason	AEC
	W. B. Ridgell	ASC
	Ralph M. Brownlee	AMS
	Dennis Tucker	AMS
<u>Evaluation</u>	Charles W. Kenyon (Chairman)	REA
	Richard L. Harris (Recording Sec'y)	FS
	Charles L. Wayman	SCS
	Dr. Warren G. Harris	ARS-ADED
	Andy Neal	ASC
	Lee Reagan	AMS
<u>Library</u>	Dr. T. H. Johnston (Chairman)	ARS
	Eugene R. McInnes (Recording Sec'y)	AMS
	James E. Brooks	SCS
	William J. Bryan	FS
<u>Recreation &amp; Social</u>	Frank T. Brodie (Chairman)	FHA
	William T. Tobin (Recording Sec'y)	FS
	Vernon Lowder	AMS
<u>Visual Aids</u>	L. D. Thompson (Chairman)	AMS
	Dr. Gerald Fuller (Recording Sec'y)	ARS
	Carl R. Ingram	FHA

## REPORT OF THE ADVISORY COMMITTEE

Little Rock, Arkansas

The Advisory Committee arranged for a photographer to take a group picture of those in attendance. The committee arranged to have a few minutes reserved for announcements at the beginning of each session so as to cause the least possible disruption of the meetings, with the provision that announcements that were urgent could be made at other times. Those who knew they would have to leave any session before it was over were urged to sit near the exit.

The committee recommended that the type of clothing worn at the meetings be optional but requested that presiding officers wear a coat and tie.

The committee urged all to attend the night sessions to see various informational movies but recommended that attendance be optional. The workshop had been so well planned and advance arrangements had been handled so completely and well that the Advisory Committee had very little to do.

Bobby S. Hall, Chairman  
Miles McPeck, Secretary

EDITORIAL COMMITTEE

Little Rock, Arkansas

Chairman: Ray W. Brandt, FS

Secretary: James E. Kyle, SCS

This committee received excellent cooperation from all workshop participants. The most obvious result was this publication you are now reading. We do not claim that it is outstanding; however, we have attempted to capture for the reader the essential elements of the entire proceedings.

In the preparation of this material for publication each address was summarized by a different team of two workshop participants. Each summary was in turn reviewed by two members of the Editorial Committee selected by the Chairman. The material was then typed in final draft for publication.



# REPORT OF THE EVALUATION COMMITTEE

Little Rock, Arkansas

The Evaluation Committee, composed of Charles L. Wayman, Dr. Warren G. Harris, Andy Neal, Charles W. Kenyon, Richard L. Harris, and Lee Reagan, met on Monday, August 8, 1960. Charles W. Kenyon, REA, was elected Chairman, and Richard L. Harris, FS, Secretary. The duties of the Evaluation Committee, our objectives in evaluating TAM Workshop, and our planned courses of action were discussed. The committee decided to use the evaluation forms on a selected basis; to informally interview and discuss each speaker and his topic with participants of the workshop, and finally to hold a daily meeting to review the comments on each session. A review was also made on comments received to improve the conduct of future workshops and for follow-up of our own training.

## COMMENTS AND RECOMMENDATIONS

1. The stated objectives for conducting the TAM Workshop of
  - a) obtaining a broader understanding of the Department of Agriculture, its agencies and their functions; and,
  - b) acquiring managerial skills and increasing managerial skills and increasing the knowledge of managerial practiceswere met very effectively. They were met through the mediums of association with others, selected films, and primarily, through excellent presentation of the subject matter by the speakers.
2. We recommend that future workshops be held away from the headquarters town of any participant; or, if that is not possible, arrange for all participants to stay at the place of meeting. The committee thinks that this is an absolute necessity to insure closer associations and concentration on gaining the stated objectives of the TAM workshop.
3. Close attention must be given to selection of the meeting place to insure adequate conference rooms and other facilities.
4. More advance notice of future TAM workshops, including a brief explanation of the "Charter to TAM", should be given each participant and alternate. In addition, advance reading material should be sent two to three weeks or more to each participant and alternate. Each agency should definitely select alternates as well as participants.
5. More actual group participation is needed.
6. The Evaluation Committee strongly recommends that each participant put at least some of their newly gained knowledge to work and furthermore, pass the training in managerial knowledge and skills on to their fellow workers.

### COMMENDATION

The TAM Workshop Planning Committee is to be commended for their work in conducting a sound and valuable service to their fellow U.S.D.A. workers. The committee worked under decided last minute hardships. We want to express our appreciation for the stimulus in thinking provided by this TAM Workshop.

## LIBRARY COMMITTEE

Little Rock, Arkansas

Several pamphlets and bulletins were furnished to the participants of the TAM workshop in advance of the meeting. These were as follows:

1. "The U. S. Department of Agriculture" by the Office of Personnel, USDA
2. "A Formula for More Efficient Reading" - Miscellaneous Publication No. 753, Office of Personnel, USDA
3. "Conducting USDA Meetings" by the Office of Personnel, USDA
4. "So You're on a Committee" - Miscellaneous Publication No. 742, Office of Personnel, USDA

At the opening of the TAM workshop the following publications were distributed to each member:

1. "Essentials of Good Management" by the U. S. Department of Agriculture
2. "Towards the Liberally Educated Executive" as edited by Robert A. Goldwin and Charles A. Nelson
3. "The 3 Steps to More Skillful Management" by the editors of Nation's Business. This was in three volumes.
  - a. Managing Your Business
  - b. Managing Your People
  - c. Managing Yourself

The Library Committee, after reviewing the books and pamphlets provided for the use of all participants, secured the following books from the public library:

1. "Human Relations for Management" as edited by Edward C. Bursk
2. "Effective Supervision" by Milan Brown
3. "Administrative Behavior" by Herbert A. Simon
4. "The Administrator" by Glover and Hower

These books were reviewed and pertinent chapters and topics were noted for the attention of the TAM workshop members. A library was set up and books could be checked out for a period of 24 hours.

The Extension Service furnished a pamphlet of interest to all participants entitled "Plain Letters".

The Library Committee advised all members of the TAM workshop that any needed reference book would be secured, if possible.

Members - Library Committee:

Dr. T. H. Johnston, ARS, Chairman  
E. R. McInnes, AMS, Secretary  
W. J. Bryan, ARS, Librarian  
James E. Brooks, SCS



## REPORT OF THE RECREATION AND SOCIAL COMMITTEE

Chairman: Frank T. Brodie, FHA

Secretary: William T. Tobin, USFS

The Recreation and Social Committee attempted to get together those with similar outside interests. A review was made of the activities available in Little Rock this week. A report was made and participation was on an individual preference basis.

The major group activity arranged by the committee was a steak dinner at the Little Rock Air Force Base Officers' Club on Thursday night. Edgar A. Hodson, retired, formerly of the SCS and now living in Little Rock, presented a slide lecture showing the highlights of his recent trip to the Holy Land and Japan.

VISUAL AIDS COMMITTEE

Little Rock, Arkansas

Chairman: L. D. Thompson, AMS

Secretary: Gerald R. Fuller, ARS

Visual aids used at the TAM Workshop at Little Rock, Arkansas, consisted of the following:

1. Blackboard
2. Tape recorder and tapes
3. Slide projector
4. Movie projector
5. Flip charts
6. Mimeographed material
7. Publications
8. Sound system and microphone

The following films were shown:

"Round-up"

Your Meat Inspection Service

Agriculture Story

Marketing Agricultural Products

"The Inner Man Steps Out"



